



MIPS member
Dr Ashok Gunawardene
General, Upper GI and
Endoscopic Surgeon



MIPS Member Annual Report

2024/25

MIPS member
Dr Jaimini Raniga
GP, Integrative Medicine



In this report

Our purpose, Our vision, Our focus	4
CEO and Chair report	5
Introducing our new Chair	7
Chief Medical Officer's message	8
Our impact in 2024/25	10

Connected community 12

Creating value through trusted partnerships	13
Meaningful engagement	16

Supporting your practice 18

Delivering member protection and support	19
Empowering members through education	20
Advocating for practitioners, influencing the profession	22

Enhancing our foundation 24

Transformation in action	25
Investing in our people	26

Purpose-driven protection 27

Building a stronger future together	28
Safeguarding data and technology	29

Financial performance 30

Financial performance in 2024/25	31
Statement of comprehensive income	32

Governance 33

Our structure	34
MIPS Board of Directors	34
MIPSi Board of Directors	37
Board committees and membership	39
Executive Leadership Team	40

Artificial intelligence tools were utilised to assist in the preparation of this annual report.

As an organisation dedicated to supporting health practitioners, we acknowledge the immense contributions made by First Nations peoples.



Our purpose

To support, protect and advise the people and the communities in healthcare.



Our vision

Industry leading support for healthcare professionals.



Our focus

Member value

Our competitive indemnity insurance products and services empower our members with the tools to protect their practice and careers.

Financial and risk

Our prudent financial and risk management ensures a sustainable surplus and capital, facilitating investment in innovation and upholding long-term financial security. We navigate opportunities and risks, always balanced within our risk appetite.

Community

We advocate for our members, providing a leading voice on medical indemnity issues within the healthcare industry. We actively support our members by enriching the communities that MIPS serves and operates in.

Our people

Our operational excellence drives maximum value creation, fostering an environment where our dedicated team feels empowered to consistently deliver exceptional member service and support.

CEO and Chair report

As we reflect on another year of supporting healthcare practitioners across Australia, MIPS remains focused on the question that drives our every decision: What is in the best interests of our members?



Dr Bronwyn King AO

Ms Natasha Anning

New leadership

Our member-first approach guides the MIPS organisation and shapes how we operate. It has remained central to our work through important leadership changes this year, including Dr Bronwyn King AO's appointment as Chair in January 2025, succeeding Mr Gary Speck AM who retired after 9 years on the MIPS Board, including 8 as Chair.

We're particularly grateful to Gary for his dedication and significant contributions that have shaped our organisation's growth and success, establishing the strong foundations that continue to serve our members today.

A year of growth and strong performance

The year 2024/25 demonstrated to us the value of understanding what our members' needs are and of putting members first. Our membership grew by 5.2% (excluding non-practising members), reflecting the confidence healthcare practitioners have in our organisation. This growth was supported by improvements to the member experience, including an enhanced renewal process and the successful uplift of MyMIPS, our digital membership portal, providing improved access to membership information and services.

We achieved a prudent surplus of \$7.1 million after tax across the MIPS Group, demonstrating disciplined financial stewardship that enables continued investment in member services and protection.

We're particularly focused on our education program, which continues to expand in reach and impact. Through 11 comprehensive webinars across 2024/25 and extensive Continued Professional Development content, the program provides practical, current information that helps members to identify and manage risks in their practice. With 5,434 members attending live webinars and 1,181 members completing on-demand risk education over the financial year, this program supports our commitment to empowering members and contributing to professional standards across the healthcare sector.

We're also investing in the future of healthcare through partnerships such as the Dr Nichola Davis Scholarship with the University of Queensland, which honours the legacy of a dedicated general practitioner and former MIPS Medico-Legal Advisor.

Delivering protection and support

Throughout 2024/25, we paid \$82.7 million in claims, ensuring members received expert support when they needed it. This occurred in an increasingly complex medico-legal environment, where we've responded to emerging challenges including regulatory changes and the evolving impact of artificial intelligence (AI) on healthcare practice.

When natural disasters affected our members, MIPS provided immediate practical support, including fee waivers and guidance for practitioners delivering emergency care. These responses reflect our commitment to supporting members through both routine and exceptional circumstances.

Strategic investment and transformation

From a position of financial strength, we commenced our transformation program to ensure MIPS continues to meet the evolving needs of healthcare practitioners. This strategic investment focuses on improving member interactions while maintaining the personal support that defines our approach.

We're also taking a measured approach to AI, identifying opportunities to enhance the member experience while maintaining rigorous privacy and security standards. We embrace innovation that serves our members while preserving the expert guidance that is central to medical defence.

Board appointment

We've also strengthened our governance capabilities with Mario Pirone joining the MIPS Insurance Board. Mario brings over 20 years of insurance expertise, including senior executive roles and CEO positions, providing valuable strategic insight that enhances our leadership capabilities.

Looking forward

The year ahead will focus on delivering transformation that creates genuine value for members. We'll expand our education program to meet growing demand, continue addressing emerging risks in healthcare and invest in technology that simplifies membership management.

We remain committed to earning the trust our members place in us.

MIPS' purpose is clear: to protect, support and advise our members so they can focus on delivering quality care to their patients.

Ms Natasha Anning
Chief Executive Officer

Dr Bronwyn King AO
MIPS Board Chair

Introducing our new Chair

Dr Bronwyn King AO was appointed as our new Board Chair in January 2025. Previously serving as Deputy Chair, Dr King brings exceptional healthcare, sustainability and governance expertise that will be pivotal in shaping MIPS for the future.



Dr Bronwyn King AO
MIPS Board Chair

With 2 decades of experience as a radiation oncologist and as founder and Chief Executive Officer of Tobacco Free Portfolios, Dr King combines deep clinical understanding with proven leadership in driving positive change across the healthcare and financial sectors. Her commitment to sustainability aligns perfectly with our values and member-focused approach.

Dr King succeeds Mr Gary Speck AM, who retired after 9 years on the MIPS Board, including 8 as Chair. We thank Gary for his dedication and significant contributions to our organisation's growth and success.

Under Dr King's leadership, we will continue to innovate and support our members while advancing our commitment to supporting, protecting and advising the communities we serve.

Chief Medical Officer's message

Healthcare continues to evolve at an unprecedented pace, creating both opportunities and challenges for practitioners. Our role is to ensure members have the authoritative guidance and expert support they need to navigate these changes with confidence.



Dr Owen Bradfield

Leading through emerging challenges

Throughout 2024/25, we witnessed practitioners embracing innovation and technology while facing increasingly complex regulatory landscapes. Two areas demanded particular attention: the growing adoption of AI-assisted clinical documentation and the expanding field of medicinal cannabis prescribing.

We focused on providing timely guidance in these evolving areas. By monitoring emerging trends and member enquiries, we developed targeted educational resources to help practitioners navigate new challenges as they arose.

Empowering risk-aware decision making

The first of these challenges involves AI integration into clinical practice, which exemplifies how quickly healthcare technology evolves. Members increasingly sought guidance on implementing AI scribes; technologies that record clinical consultations and transform recordings into structured clinical documentation. While these innovations promise significant efficiency gains, they introduce medico-legal considerations requiring careful navigation.

MIPS has taken a leadership position in understanding AI and tracking its application in healthcare to ensure we are positioned ahead of emerging issues. We delivered comprehensive educational resources spanning webinars, detailed guidance articles and accredited professional development activities. Our approach focused on practical application rather than theoretical discussion, enabling practitioners to make confident, informed decisions about adopting new technologies in their practice environments.

Responding to complex clinical developments

The evolving medicinal cannabis prescribing landscape perfectly demonstrates how rapidly clinical practice changes. As patient demand grows and more practitioners enter this novel area, we are seeing corresponding increases in claims and regulatory complaints.

Recognising this challenge, we brought together leading clinical and legal experts to address the complex challenges practitioners face. From telehealth consultation complexities to interstate prescribing requirements for scheduled medicines, these aren't straightforward clinical decisions. Adding patient safety considerations, including driving impairment risks, makes it clear why members need comprehensive, authoritative guidance.

Chief Medical Officer's message

Supporting professional excellence

We continue to deliver comprehensive educational support that serves the broader needs of our membership. We thank members for their enthusiasm and continued commitment to our risk education program, which reached 5,434 practitioners through member webinars during 2024/25.

We have delivered comprehensive Continuing Professional Development (CPD) programming that allows members to seamlessly meet their CPD requirements. We offered a total of 61.5 hours of CPD during 2024/25, including 12.5 hours of Educational Activities, 22 hours of Measuring Outcomes and 27 hours of Reviewing Performance. Our approach recognises that effective educational content must be both academically rigorous and practically applicable to the real-world challenges that practitioners face. With Royal Australian College of General Practitioners (RACGP) and Australasian College of Rural and Remote Medicine (ACRRM) accreditation, we ensure content meets the highest standards while addressing the genuine challenges practitioners encounter daily.

Our integration of Measuring Outcomes and Reviewing Performance activities reflects modern adult learning principles while respecting practitioner expertise and the new CPD registration requirements set out by the Medical Board in 2022. These activities provide structured opportunities for practitioners to reflect on and apply learning to enhance patient care outcomes.

Influencing policy through evidence-based advocacy

Healthcare regulation should aim to improve healthcare safety and quality but should not adversely impact sustainability. This is why our advocacy draws directly from extensive claims experience and member feedback. We bring the daily realities of practitioner experience to policy discussions with regulatory bodies, and we are proud of the impact this approach delivers.

Our regulatory engagement demonstrates this evidence-based approach in action. When responding to major policy consultations, including New South Wales Ministry of Health and National Health Practitioner Ombudsman reviews, we contributed de-identified insights grounded in genuine practitioner experiences and outcomes data.

Through regular stakeholder meetings including with the Australian Health Practitioner Regulation Agency (Ahpra), the Medical Council of New South Wales, and the Professional Services Review, we have advocated strongly for fairer regulatory processes, pushing for clearer investigation procedures that treat practitioners with appropriate respect and transparency throughout complaint processes.

Maintaining focus on what matters the most

As the healthcare environment becomes increasingly complex and as health regulators adopt an increasingly proactive and risk-averse posture, MIPS' role becomes ever more important. New technologies will emerge, regulation will evolve, and clinical practice will advance. Through all these changes, our commitment remains constant: providing expert advice and unwavering support that enables practitioners to practice with confidence.

Our success lies in translating complex challenges into practical solutions that make a genuine difference to practitioners' daily work. Whether we are helping practitioners navigate new technologies, understand regulatory expectations, or providing reassurance during difficult times, we remain focused on supporting those who dedicate their careers to caring for others.

Dr Owen Bradfield
Chief Medical Officer

Our Impact in 2024/25

8.7

Average rating
"likely to recommend MIPS"

8,218

Total Continuing Professional
Development hours delivered

\$138.4m

Group revenue including insurance
recoveries and investment income

\$107.3m

Group insurance services expense

10,463

Calls to Medico-Legal
Advisory Team

3.10

Prescribing Capital Requirement
Coverage Ratio

15.9%

Gender pay gap
Down from 29.8%,
below national average of 21.7%

96%

Employee engagement survey
participation rate

¹ On a scale of 1 to 10, we asked members how likely they would be to recommend MIPS to a colleague.

MIPS member
Dr Jack Gerrard
Medical Registrar



MIPS member
A/Prof Jeffrey Rowland
Physician



Connected community

MIPS is committed to fostering meaningful, lifelong connections with healthcare practitioners, supporting them at every stage of their career journey.

Through strategic partnerships and direct engagement, we create value for our members.

Annual highlights

Awarded first Dr Nichola Davis Scholarship

Expanded partnerships with future healthcare leaders through AMSA and ASSA

Launched new MyMIPS portal

Creating value through trusted partnerships

Our strength lies in building enduring relationships across the healthcare sector. By partnering with medical and dental institutions and investing in future practitioners, we create sustainable value that directly benefits members and strengthens the communities they serve.

Strategic alliances that deliver real value

Our partnerships with medical and dental colleges were significantly strengthened in 2024/25. As a Tier 1 education partner with RACGP, we've delivered valuable CPD opportunities that directly support professional requirements while maintaining the highest educational standards. We've also enhanced our collaboration with Royal Australian College of Medical Administrators (RACMA), providing specialised educational content tailored to healthcare leadership challenges.

These strengthened partnerships reflect our broader commitment to mutual value creation, recognised through our 2023 Mutual Value Management accreditation.

Beyond established medical and dental college partnerships, we've expanded engagement with future healthcare professionals through strategic partnerships with key associations, including the Australian Medical Students Association (AMSA) and the Australasian Surgical Students Association (ASSA). These partnerships ensure we support emerging practitioners at critical career milestones, from clinical years through to hospital and private practice transitions.

These partnerships reflect our broader commitment to responsible governance and ethical practice. Our partnership approach extends beyond education to encompass environmental, social and governance (ESG) commitments.

We're proud to maintain a tobacco-free approach to our investments, supported by MIPS' Pledge Stamp Membership of Tobacco-Free portfolio, ensuring our investment strategy aligns with positive health outcomes. In addition, our Whistleblower Program provides secure channels for raising concerns with complete confidentiality.

MIPS' partnership strategy remains focused on enduring relationships with the healthcare and mutual community. We're committed to building meaningful connections with healthcare practitioners when it matters most, ensuring practitioners know we stand with them throughout their career journey.



2024/25 Dr Nichola Davis Scholarship recipient

We're particularly proud of the Dr Nichola Davis Scholarship, which we awarded to Kiara Bowater, our 2024/25 recipient. This University of Queensland scholarship honours Dr Nichola Davis, a dedicated general practitioner and MIPS medico-legal advisor who provided expert member support from 2003 to 2021.

← Kiara Bowater, 2024/25 Dr Nichola Davis Scholarship recipient

Industry partnerships



Royal Australian College of General Practitioners (RACGP)

In 2022/23, MIPS became a Royal Australian College of General Practitioners CPD Provider and is proud to offer high quality education for the RACGP CPD Home.



Royal Australasian College of Medical Administrators (RACMA)

MIPS collaborates with RACMA to deliver specialised education tailored to the needs of medical administrators, supporting leadership and governance in healthcare.



Australian Medical Students Association (AMSA)

MIPS' partnership with AMSA includes sponsorship and student engagement with high quality education.



Australian Surgical Students Association (ASSA)

MIPS partners with ASSA to support surgical students through sponsorship and access to education focused on safe practice and professional development.



The University of Queensland

MIPS is proud to partner with The University of Queensland to offer the Nichola Davis Scholarship. Established in 2024, this scholarship supports the next generation of medical professionals.



Mutual Value Accreditation (MVM)

In 2023, MIPS received MVM Accreditation, which acknowledges MIPS' commitment to improving mutual value for our members and the healthcare community.

Environmental, social and governance initiatives

Tobacco-Free Investments

For many years, MIPS has adopted a tobacco-free stance when choosing companies to invest in. Since signing the Tobacco-Free Finance Pledge in 2021, we have consistently demonstrated our commitment to ethical investments.



Whistleblower program

MIPS is committed to the highest levels of ethics and integrity in our business practices. Our Whistleblower Hotline provides a safe environment for people to raise legitimate concerns through an external independent provider.

Creating value through trusted partnerships

Our strategic approach to member value

Understanding practitioners' evolving needs drives everything we do at MIPS. Through comprehensive research, strategic investment and member-focused innovation, we ensure our services anticipate and prepare for future challenges in healthcare practice.

Member-driven innovation and support

We continue to deliver on our strategic pillars, driving significant change through a major investment in a focused transformation program that will accelerate our path to sustained member value.

Investing in amplifying the member's voice

Our substantial 2024/25 market research investment brought member voices directly into strategic planning, ensuring every improvement serves practitioners' needs.

This comprehensive market research examined healthcare practitioners' career journeys and their intersection with our services, validating our strategic direction while identifying specific opportunities to enhance member experience. Results showed high satisfaction with our claims experience while pinpointing improvement areas: ease of renewal process and clarity of information, reflecting a preference for efficiency and clear communication in a category often burdened by excessive administration and jargon.

Launching MyMIPS member portal

The insights from our market research directly informed our MyMIPS portal relaunch, delivering enhanced security with 2-factor authentication, seamless membership management across all devices, and immediate access to complete membership history and documents.

Career Leadership Program

We delivered our Career Leadership Program for emerging healthcare leaders, providing targeted support to help junior practitioners navigate critical career transitions and develop essential leadership skills.

Key Strategic Pillars

Five key pillars delivering sustainable member value.



Meaningful engagement

In 2024/25, we expanded our direct presence in the communities where our members work and learn. Through direct engagement and personal connections, we've strengthened relationships with healthcare practitioners at every career stage.

Building stronger connections across healthcare

Our Relationship and Development Team, alongside our Risk Education Team, maintained a strong field presence throughout 2024/25. This included conducting MIPS information sessions directly in hospitals across Australia, as well as supporting partner events. Direct engagement provides personalised support on medical and dental indemnity matters in practitioners' workplaces, addressing coverage questions, membership updates and specific concerns with expert knowledge.

We actively participate in industry conferences, demonstrating our commitment to diverse healthcare communities. At the Australian Indigenous Doctors Association (AIDA) conference, Relationship and Development Specialist Jan Thomas engaged participants through an innovative display featuring an Indigenous map of Australia, creating meaningful connections as participants shared their regional origins and professional experiences.

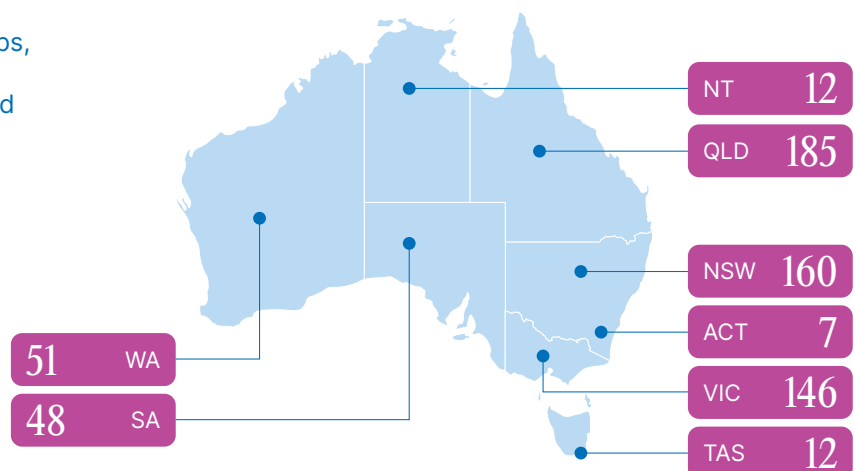
At the Rural Medicine Australia (RMA) conference, Clinical Advisor Dr Carrie McKenzie was available to address medico-legal concerns for rural practitioners who had travelled significant distances to attend, providing expert guidance tailored to rural practice challenges.

National reach

Hospital visits, university partnerships, and conference presence across Australia bringing expert support and advice directly to members.

621

events attended nationally





Dr Rebecca Martin

Consultant Anaesthetist MIPS member since 2017

Dr Rebecca Martin understands that anaesthesia can be the most frightening aspect of surgery for patients. Whether delivering routine procedures or managing the unpredictable challenges of obstetrics, she's dedicated to making each experience as reassuring and positive as possible. Since relocating from the UK, she's found the support she needs to focus entirely on patient care.

It's great knowing that MIPS has had my back. They are reliable, available and supportive offering webinars, advice and competitive pricing so that I can always focus on getting the job done.



MIPS member
Dr Dong Hua
General Practitioner

Supporting your practice

Healthcare practitioners encounter complex medico-legal challenges throughout their careers.

Our support services, education programs and advocacy initiatives address these challenges, enabling practitioners to maintain focus on their clinical responsibilities and patient care.

Annual highlights

**10,463 advisory
calls handled**

193 finalised claims paid

11 webinars delivered

Delivering member protection and support

Medico-legal challenges require both expertise and understanding. Our Claims Experience Team provided support across the full spectrum of members' needs throughout 2024/25, from early advice through to complete legal defence using our trusted legal panel firms.

Clinical expertise, personal support

Our team consists of experienced medical practitioners, dental practitioners and claims professionals who understand the realities of contemporary healthcare practice. When members face challenging situations, they speak directly with our team of expert professionals who understand their experience and recognise both the clinical context and the personal impact of medico-legal challenges.

Expert support across all challenges

Throughout 2024/25, 10 experienced Medico-Legal Advisors and 5 Claims Managers responded to more than 10,463 calls across a broad range of professional issues. The most common matters involved regulatory complaints and employment-related challenges, reflecting the complex environment healthcare practitioners navigate daily.

We also managed 1,025 calls to our after-hours service, ensuring members received urgent support whenever they needed it.

Comprehensive protection in a changing medico-legal landscape

The medico-legal environment continues evolving, with increased awareness of legal remedies among patients and heightened regulatory scrutiny creating new challenges for practitioners. We are observing that people who might not have considered action in the past becoming more educated about their options, driving increased claim volumes.

Despite these evolving dynamics, extensive experience and deep expertise ensure MIPS is well positioned to support members through any situation. Whether handling complex individual cases or responding to industry-wide disruptions, MIPS delivers comprehensive protection when members need it the most.

For matters requiring legal representation, MIPS partners with 12 leading legal panel firms across Australia, ensuring members receive expert representation tailored to their medical indemnity challenges.

Ready when it matters

Our proactive approach extends to industry-wide challenges and natural disasters. When the New South Wales doctors' industrial dispute unfolded, MIPS had anticipated the potential impact and swiftly mobilised comprehensive support for affected members. Similarly, when floods devastated parts of the New South Wales east coast region, MIPS immediately reached out to members in affected areas with practical support, including 2-month membership fee waivers and guidance for practitioners providing emergency care in challenging conditions.

These responses demonstrate MIPS' commitment to standing with members during unprecedented situations by preparing for challenges rather than simply reacting to them.

Member support at a glance

10

Medico-Legal Advisors offered peer-to-peer guidance

5

Claims Managers

12

leading legal panel firms provided specialist representation

10,463

advisory and claims calls handled

6,719

notifications from members received

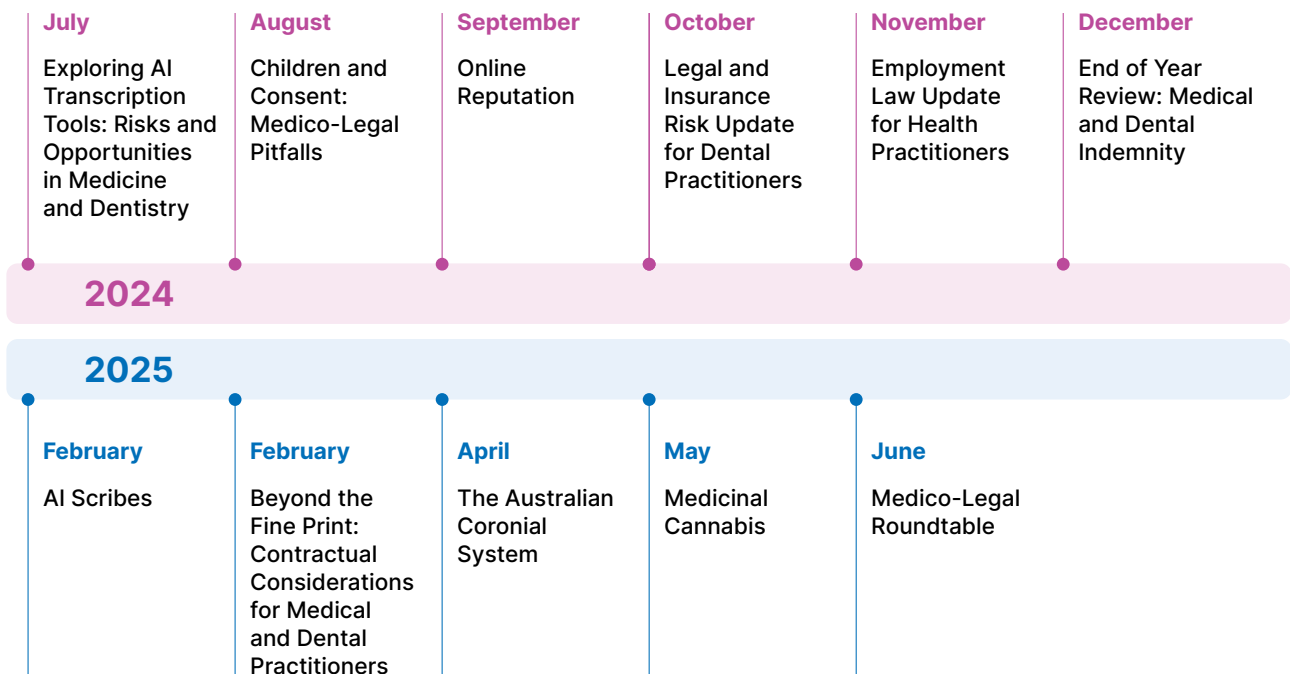
193

finalised claims paid

Empowering members through education

MIPS is passionate about supporting member career development. Our proactive education program ensures practitioners stay ahead of emerging challenges while meeting mandatory learning requirements through accessible, expert-quality content.

Our 2024/25 educational webinar program



Empowering members through education

Delivering value through quality CPD content

During 2024/25, MIPS delivered 11 comprehensive webinars, providing 61.5 hours of new CPD content including Reviewing Performance and Measuring Outcomes activities. This enabled practitioners to complete the majority of their CPD requirements through MIPS at no additional cost. All webinars are fully accredited with RACGP and ACRRM, with dental content following appropriate accreditation pathways.

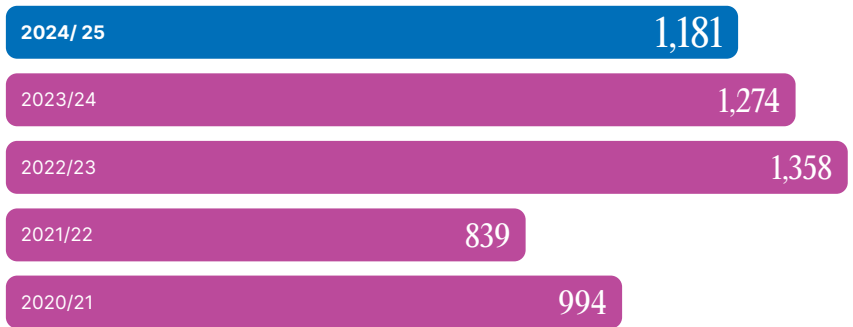
For the first time since becoming mandatory in 2022, we incorporated Measuring Outcomes activities following the Medical Board's new requirements. Together with our Reviewing Performance offering, these additional learning opportunities received strong engagement, with 708 individual submissions from members who attended live webinars in 2024/25. This meaningful uptake is particularly noteworthy considering Reviewing Performance and Measuring Outcomes require additional time investment beyond the initial webinar attendance.

Our February 2025 AI Scribes webinar achieved exceptional engagement with over 800 attendees. This demonstrates our ability to identify and address topics that matter most to healthcare practitioners. We've been proactive in addressing emerging challenges, particularly around AI scribes and their medico-legal implications, ensuring practitioners receive timely, authoritative guidance as these technologies evolve.

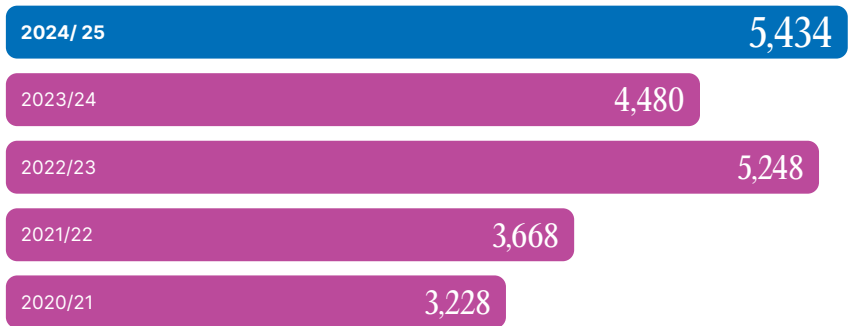
Our integration of Measuring Outcomes and Reviewing Performance activities reflects modern adult learning principles while respecting practitioner expertise. We provide structured opportunities for practitioners to reflect on and apply learning to enhance patient care outcomes.



On-demand education completed



Live webinars attended by members



61.5

hours of new CPD content

11

comprehensive webinars

Advocating for practitioners, influencing the profession

MIPS advocacy champions practitioners' voices in policy development, ensuring regulatory frameworks serve both public protection and fairness in practice. Through strategic engagement and evidence-based submissions, we influence healthcare policy for practitioners.

Key policy contributions

Throughout 2024/25, MIPS has actively championed the practitioner's voice in crucial legislative processes, ensuring regulatory changes consider both effective public protection and fair treatment of healthcare practitioners.

We're proud of our significant contributions to key regulatory reviews, including our comprehensive response to New South Wales Ministry of Health's review of Part 8 of the National Law. Our submissions demonstrate unwavering commitment to policy engagement, bringing real-world practitioner experience and outcomes data to regulatory discussions.

In February 2025, MIPS responded to the National Health Practitioner Ombudsman's public consultation focusing on immediate action. MIPS argued strongly that these regulatory powers, designed to protect the public when serious allegations are made about practitioners, don't provide adequate procedural safeguards for practitioners.

MIPS also contributed to stakeholder discussions on other regulatory issues, including interstate prescription regulation discussions and Medicare compliance educational initiatives.

Through regular stakeholder meetings with the Ahpra, the Medical Council of New South Wales, and the Professional Services Review, we've raised important concerns about regulatory approaches, particularly

advocating for clearer, more specific processes during investigations that respect members' standing in the healthcare community.

Evidence-based advocacy approach

Our advocacy strategy draws directly from our extensive claims experience and member feedback, identifying opportunities to make regulatory processes more transparent, efficient and better aligned with the realities of modern healthcare delivery. This ground-up approach ensures our submissions reflect genuine challenges rather than theoretical concerns.





Dr Mohamad Mourad

Orthopaedic Surgeon MIPS member since 2014

After 20 years of training and a decade of MIPS membership, Dr Mohamad Mourad is driven by a simple mission: helping people from all walks of life, whether it's a child with a broken foot or an elderly person with carpal tunnel. His commitment to giving back and making a positive impact on every patient reflects the dedication that defines healthcare professionals across Australia.

I've been pleasantly surprised with the level of support I've received from MIPS. When I needed advice about a patient, the advisor was also a medical practitioner, which was reassuring. As a colleague, he knew what my concerns were, and he knew exactly which points to address.

MIPS member
Sam Zilm
Medical Registrar



Enhancing our foundation

Investing in our people and technology ensures MIPS will continue to deliver exceptional service for our members.

Through strategic transformation, we're building capabilities that will adapt to the evolving future of healthcare.

Annual highlights

Commenced transformation program

15.9% gender pay gap, down from 29.8%

96% employee engagement survey participation rate

Transformation in action

MIPS is committed to enhancing how we serve members and deliver services that anticipate the future healthcare environment and the evolving needs of practitioners.

Understanding members' needs

Our transformation program builds on comprehensive strategic and operational reviews, which identified key opportunities to improve member experience, enhance member growth and improve how we operate. Through extensive conversations with healthcare practitioners and detailed feedback, we've refined these insights into specific improvement opportunities across our people, processes, technology and data capabilities.

Key themes emerged from this research, with members telling us they needed improvements including faster resolution when contacting us, better access to information about cover and claims, streamlined processes during renewals, and contemporary digital tools that fit with their practice workflow.

Our response

To address these needs, we're focused on enhancing systems, improving our data and analytic capabilities, and upgrading the digital experience members receive to meet contemporary practice standards. This member-driven approach ensures we invest only where it delivers direct value to member protection and support.

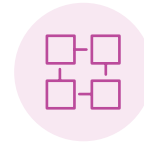
Over the coming years, we'll continue implementing these initiatives, strengthening our position as one of Australia's leading Medical Defence Organisations (MDO) while ensuring every investment serves our members' best interests.

Transformation objectives



Modern digital experience

Self-service options and alternate ways members can connect with MIPS.



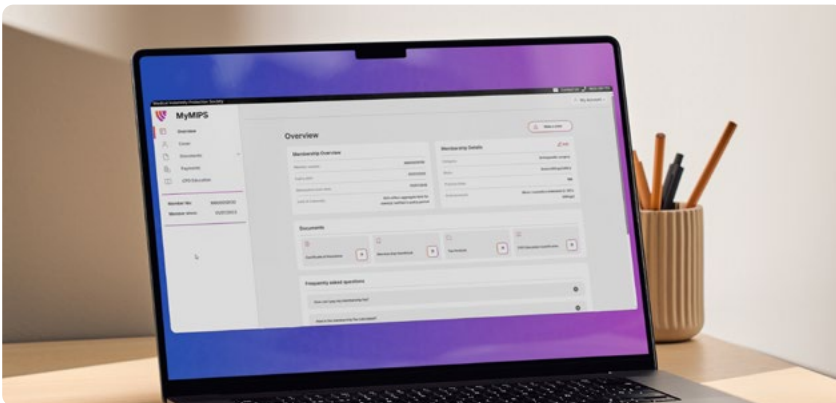
Operational excellence

Automation and streamlined processes to increase first-contact resolution rates and reduce administrative burden for members and employees.



Data-driven decisions

Enhanced analytics to better understand and anticipate members' needs, enabling more targeted support and resources.



Investing in our people

Excellence in member service begins with investing in the team that delivers it. In 2024/25, MIPS enhanced employee development, experience, safety and inclusion to ensure members received trusted support.

Building a future-ready workforce

Our people strategy has evolved from establishing strong foundations to developing the advanced capabilities our organisation needs to serve healthcare practitioners.

We've strengthened core programs and integrated learning and inclusion into our daily operations, achieving measurable results in workplace equity and capability.

Guided by our core behaviours WHO ME, we've created an environment where our team feels empowered to consistently deliver exceptional member service.

W Work together
H Have fun
O Own it

M Make a difference
E Embrace challenge

We're proud that our gender pay gap reduced to 15.9%, significantly below the national average, and well within Workplace Gender Equality Agency benchmarks, reflecting our commitment to fairness, integrity and building trust through action.

Creating connection and transparency

Through comprehensive engagement surveys, internal newsletters, leadership forums and CEO roadshows, we actively listen to what matters to our people.

We're delighted that our engagement survey achieved an extraordinary 96% participation rate, demonstrating a workforce committed to continuous improvement and exceptional service to members.

We've fostered an environment where our people feel safe to speak up, ensuring every voice is heard and valued.

Prioritising safety and wellbeing

During 2024/25, we continued to strengthen our approach to psychosocial safety. We remained focused on ensuring our people have a safe, supportive and inclusive workplace, in line with evolving legislative requirements and community expectations.

Strategic investment in growth and development

In 2024/25 the launch of Employment Hero, our integrated people management system, transformed how we support our teams, creating more efficient processes and additional time to focus on delivering exceptional service to members. Complementing these operational improvements, we built on our Learning and Development function, launched in March 2024, creating clear growth pathways.

Our Learning Hub, External Mentoring Program, and Leadership Development Program ensure our team maintains the expertise and service excellence that members depend on when they need support the most.

Strategic investment in our people creates a positive cycle that strengthens every interaction members have with MIPS.

MIPS member
Dr Eric Carter
Oral Surgeon



Purpose-driven protection

Protecting what matters most requires robust governance, proactive risk management and world-class security.

Our comprehensive approach safeguards member data, reputation and trust.

Annual highlights

684 security events managed

24/7 Security Operations Centre monitoring

2 years of progress across Environmental, Social and Governance commitments

Building a stronger future together

At MIPS, we're committed to Environmental, Social and Governance (ESG) practices that protect members while strengthening the healthcare industry. Our approach continues evolving as we deepen meaningful, sustainable action.

Responsible practices for today and tomorrow

Building on strong foundations established 2 years ago, we've made progress across ESG commitments. Our approach remains practical and member-focused, ensuring every initiative delivers genuine value to healthcare practitioners and the communities they serve.

Key achievements this year include:

- **Maintaining our commitment to tobacco-free portfolios:** We're proud to support community health outcomes that directly align with members' values and the health outcomes they champion daily.

- **Celebrating diversity:** We participated in significant celebrations including Harmony Week, International Day Against Homophobia, Biphobia and Transphobia, Pride Month, National Reconciliation Week, and National Aboriginal and Islanders Day Observance Committee Week across our diverse employee and member communities, strengthening our culture of inclusion and respect.
- **Climate risks:** We've started understanding how our business is exposed to climate-related risks and opportunities using science-based and internationally recognised frameworks across short, medium and long-term scenarios, ensuring long-term financial sustainability that protects members' interests.

Managing risk and mitigation efforts

Our positive risk culture is underpinned by transparency at every organisational level, a safe environment for discourse, and proactive regulatory relationships. We take a disciplined approach to managing all risks including data security, economic resilience and strategic transformation, maintaining our focus as a prudent organisation delivering exceptional value to members.

We encourage every team member to actively contribute to our risk oversight, fostering an environment where potential concerns are identified and addressed effectively. Our people know their voices matter in maintaining our high standards, and this collaborative approach to risk management ensures we continue delivering the reliable protection and support that our members depend on.



Safeguarding data and technology

This year, MIPS significantly strengthened how we protect member information and support innovation across our organisation. We've established security foundations that protect member data while enabling us to deliver modern, efficient services.

Embedding security excellence culture

Our Chief Information Security Officer strengthened our cybersecurity approach with industry-grade protocols. We've successfully embedded security awareness throughout our organisation, delivering tailored security education reinforced by simulation exercises.

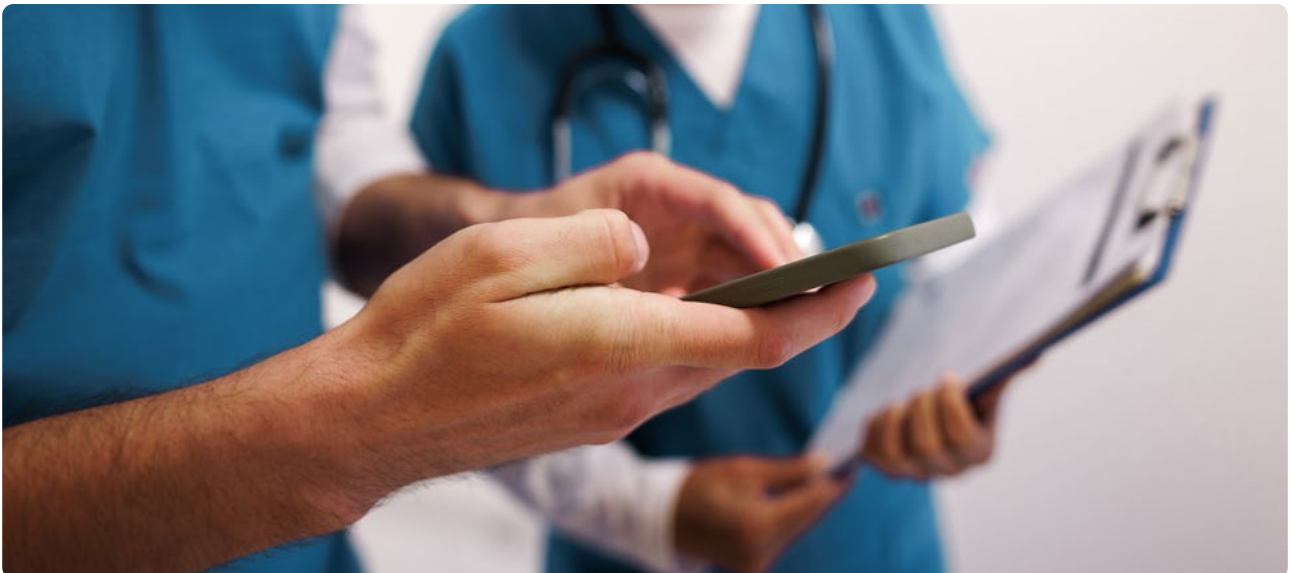
Innovation our members can trust

We've developed an AI security framework that enables us to harness new technologies safely while maintaining the highest standards. Our MyMIPS member portal has delivered modern functionality backed by security protocols subjected to stringent independent testing standards.

Stronger together

Our security commitment extends beyond our own operations to strengthen protection across the entire healthcare community. We actively participate in industry cybersecurity working groups and share threat intelligence, because collective defence benefits everyone in healthcare.

Our dedicated Security Team monitored and responded to 684 security events this year while maintaining robust protocols for information security. As custodians of member information, we remain absolutely committed to protecting what matters most: member data, member reputation and member trust.



MIPS member
Maggie Sambuco
Medical Student



Financial performance

Strong financial stewardship ensures we remain one of Australia's most secure MDOs.

Our prudent approach delivers sustainable value and protection to members.

Annual highlights

\$7.1m overall surplus after tax

\$320.1m net asset position at group level

3.10 Prescribed Capital Requirement coverage ratio

Financial performance in 2024/25

We're proud that MIPS delivered strong financial performance in 2024/25, achieving a prudent surplus while prioritising member value in every decision.

Financial strength indicators

Prudent surplus after tax achieved, ensuring long-term sustainability.

Consistent investment income performance despite market volatility.

Non-civil claims growth moderating compared to previous years.

Expense management delivered measurable efficiency results.

Capital reserves among the strongest of all Australian medical defence organisations.

Demonstrated financial strength through capital base exceeding regulatory requirements with substantial buffer for member protection.

Continued member growth trajectory, demonstrating member confidence in us.

Strong results delivering member value

We've successfully moderated operating expense growth while effectively managing the continuing rise in representational claims costs. This careful financial stewardship demonstrates our resilient approach to supporting our member-focused mission.

Our surplus of \$7.1 million after tax across MIPS Group reflects disciplined financial management that ensures sustainable member support and protection.

Our regulatory capital compliance remains robust with a Prescribing Capital Requirement (PCR) coverage ratio of 3.10, while our member base grew by 5.2% (excluding non-practising members), reflecting the continued confidence in MIPS' proven value.

This financial strength, reflected in our net asset position at group level of \$320.1 million, reinforces our capacity to support our members when they need us the most.

Investment in member value

Our comprehensive Transformation Program represents strategic investment in automation and enhanced systems designed to deliver tangible long-term benefits for members. While requiring increased expenditure in the coming years, we anticipate improved operational efficiency and superior member experiences.

Member protection remains our absolute priority. We're proud that MIPS maintains capital levels among the strongest of all Australian medical defence organisations, providing complete confidence that member claims will be honoured when protection matters most.

Statement of comprehensive income

For the year ended 30 June 2025

	Group 2025 \$'000	2024 \$'000
Insurance revenue	73.3	63.9
Insurance service expenses	(107.3)	(91.9)
Insurance service result before reinsurance contracts held	(33.9)	(27.9)
Allocation of reinsurance premiums	(3.9)	(4)
Amounts recoverable from reinsurers for incurred claims	11.4	1.2
Net result from reinsurance contracts held	7.5	(2.9)
Insurance service result	(26.5)	(30.8)
Investment results	37.3	31.3
Total investment income	37.3	31.3
Insurance finance income/(expenses) from insurance contracts issued	(2.3)	2
Insurance finance income from reinsurance contracts held	1.4	1.5
Net insurance financial result	(0.9)	3.5
Other member services revenue	16.4	15.9
Other operating expenses	(18.6)	(17.9)
Total expenses	(2.2)	(2)
Surplus/(deficit) after income tax expense	7.1	(2.0)

MIPS member
Ian Burton
Medical Student



Governance

Strong leadership and transparent oversight guide our organisation's direction.

Through independent governance and specialised committees, we ensure accountability that protects members' interests.

Annual highlights

Appointed new Chair

New Directors appointed to the MIPSi Board

Welcomed Chief Transformation and Technology Officer

Our structure

MIPS is a member-based organisation supporting healthcare practitioners across Australia. Across our Boards, our non-executive directors include healthcare practitioners and professional directors.

MIPS Board of Directors



Dr Bronwyn King AO

Chair MIPS

MBBS, FRANZCR

Bronwyn is the founder and CEO of Tobacco Free Portfolios, a global non-profit that encourages financial institutions to exclude tobacco from their investments. She launched the Tobacco-Free Finance Pledge in 2018 at the United Nations with support from notable leaders, and it now has over 200 signatories managing assets exceeding US\$17 trillion. Bronwyn studied medicine at the University of Melbourne and has retired from her career as a radiation oncologist, having enjoyed a fulfilling career in both the public and private sectors. A former elite swimmer, Bronwyn also served as Team Doctor for the Australian Swimming Team for ten years. Today, she consults with the Burnet Institute on air quality issues and was made an Honorary Professor at the Melbourne School of Population and Global Health in 2023. She also serves on the board of Nicolab, a company advancing emergency stroke care. Recognised for her contributions to health, Bronwyn was appointed an Officer of the Order of Australia and named 2019 Melburnian of the Year, as well as receiving the World Health Organization (WHO) Director-General Special Award for global impact on behalf of Tobacco Free Portfolios in 2022.



Dr Victoria Atkinson

*MBBS, MHM,
FRACS, GAICD*

Building on a career as a cardiothoracic surgeon at the Royal Melbourne Hospital, Victoria has combined her clinical knowledge with an executive career, as the National Chief Medical Officer for Healthscope Ltd. With over 25 years' experience across public, private and not-for-profit health sectors as well as aged care, Victoria's experience spans clinical, executive and director roles. Victoria has extensive Board experience and in addition to the MIPS Board, is currently a Non-Executive Director of the Opal Aged Care Boards and the McGrath Foundation.

MIPS Board of Directors



John Boucher AM

*BDS, LDS, FRACDS,
FICD, FPFA, GAICD*

John graduated from the University of Melbourne in 1978 as First in Graduating Class with First Class Honours. John is a practising general dentist with a career long involvement in dental education and assessment, having completed more than 40 years of teaching and examining at the Melbourne Dental School, University of Melbourne. John is a past President of the Australian Dental Council having been an examiner for more than 30 years. John has also had a long-term involvement in organised and regulatory dentistry and is a past President of the Dental Practice Board of Victoria and the Victorian Registration and Notifications Committee of the Dental Board of Australia. He is a past member of the Australian Dental Association (Vic) Defence Committee. Today, John serves as a Director of the Royal Australasian College of Dental Surgeons and the Victorian Medical Insurance Agency Ltd. He is a graduate of the Australian Institute of Company Directors. John and his wife Rhonda have travelled to Vietnam with Rotary Australia on a total of eight occasions providing Primary Dental Care to school aged patients in rural Vietnam as volunteers. In 2019 he was appointed a Member of the Order of Australia (AM) for significant service to dentistry and to professional standards.



Ms Merran Kelsall AO

*BCom (Hons), FCPA, FCA,
MBA, FAICDLife, FFin*

Merran is an experienced, independent non-executive director and chair with expertise in finance, audit, risk, and compliance. She champions corporate governance including financial and non-financial external reporting to include strategy and risk management. Merran has worked extensively with member-based organisations and those delivering public interest outcomes. She previously spent over 20 years in public practice. Her industry experience includes financial and professional services, insurance, superannuation, health, education, contract management, utilities and major infrastructure projects. Merran is the Chair of Dementia Australia and London based IFRS Advisory Council. She is the former Chair and CEO of the Australian Auditing and Assurance Standards Board (AUASB), member of the International Auditing and Assurance Standards Board (IAASB). In 2023 Merran was appointed an Officer of the Order of Australia for distinguished service to the financial accounting sector, to professional organisations, and to the community.



Mr Anthony Mason

BSocSC, FIA, Hon FFFLM

For 27 years Tony was a consulting actuary with the partnership Lane Clark and Peacock (LCP), the largest independent actuarial consultancy in the UK. Between 1996 and 2007 he was LCP's managing director. Since 1983, he has specialised in medical negligence and his clients included the worldwide operations of Medical Protection Society (MPS) and the NHS Litigation Authority in England, along with many other government and international insurers. From the mid-1980s he was heavily involved in advising medical defence organisations in Australia and in 1988 became the consulting actuary to MIPS until he left LCP to become the CEO of MPS in 2007. Since retiring from MPS, he was a part-time international consultant for Medical Protective in the USA and he became a non-executive director of MIPS Insurance in 2012. In 2011 he was made an Honorary Fellow of the Faculty of Forensic and Legal Medicine.

MIPS Board of Directors



Dr Bruce Mugford

*BMBS, FRACGP,
FACRRM, MPHTM,
Grad Dip Family Med*

Bruce graduated from Flinders University in 1984 and became a Fellow of the College of General Practitioners in 1995. He presently works full time in clinical practice. He has worked as a Rural Generalist and urban GP and has also held senior executive positions in corporate medicine and general practice training. Bruce has been extensively involved in medical regulation and was previously a member, Director and Deputy President of the Australian Medical Council for nine years, sitting the Finance and Risk Management Committee and Chairing Investment Committee. He was also a practitioner member of the Medical Board of South Australia for 8 years, sitting on Notifications and Registration Subcommittees.



Mr Mark Valena

BBus, CA, GAICD

Mark is an experienced director, CEO and executive with deep expertise in the insurance and health sectors, strategy development, M&A, capital and financial management, and risk management. Mark has a reputation as an effective, confident, knowledgeable leader and collaborator, helping make the complex simple, and operating from a position of trust, respect, and empathy. Currently a non-executive director, Mark holds in addition to being a director of MIPS, director positions on a specialist motor insurer, a committee member (director) of a specialist professional indemnity insurer, a health insurer, an allied healthcare provider, and a disability support services organisation. Mark has consulted in strategy, problem solving, operational performance, governance and risk. A hands-on practitioner of a wide range of frameworks and tools that can assist teams to set strategy, manage implementation, improve performance, improve decision making, identify and resolve issues, and increase accountability. He is an experienced and highly capable facilitator. Mark also provides coaching and mentoring formally and informally. He sees coaching as a capability that all leaders should develop and practice.

Ms Jaimee Brocksopp

Company Secretary

LLB, GAICD

MIPSi Board of Directors



Dr Christopher Wallace

Chair MIPSi

*BEC (Hons), PhD (Econ),
Fellow ANZIIF CIP, GAICD*

Chris is a non-executive director and senior executive with expertise in insurance strategy and insurance governance. Chris has led insurance organisations in general insurance, private health insurance, reinsurance, and government sector. His government experience includes his current role as Chief Executive for the Australian Government's reinsurance pools for terrorism and cyclone catastrophes. Chris has experience with the Organisation for Economic Co-operation and Development (OECD) where he is a member of the high-level advisory Board for the Financial Management of Catastrophes. Chris has worked for insurers including Suncorp in workers compensation insurance and consulting and EY as an insurance strategy consultant. He is qualified as a Doctor of Philosophy in Economics specialising in insurance pricing and insurance strategy; a Fellow and Certified Insurance Professional of the Australian and New Zealand Institute of Insurance and Finance; and a Graduate of the Australian Institute of Company Directors with an Order of Merit.



Ms Robyn Bateup

*BSc (Maths and Statistics),
Fellow of the Institute of
Actuaries, Australia, GAICD*

Robyn is a qualified Actuary and an experienced, independent non-executive Director. Robyn has over 25 years' experience in the general insurance industry, advising corporate and government entities, and has extensive knowledge of medical indemnity insurance in Australia. Robyn is also a Graduate of the Australian Institute of Company Directors. Robyn brings risk management, governance, regulatory, financial and actuarial expertise to the Board. Robyn is currently a Director of a specialist motor insurer and a member of the ACT Insurance Authority Advisory Board.



Dr Paul Eleftheriou

*MBBS, BiomedSci, MHS,
FRACMA, GAICD*

Paul is a Principal at the Nous Group in the Health and Ageing Sector, and the Co-Lead of Digital Health and is based in Melbourne. Paul has more than 10 years' experience as a health service executive, most recently as Chief Medical Officer at Western Health, a multi-campus health network with a budget >\$1 billion. He has extensive experience across health administration, ranging from clinical governance and operations through to people management, higher education, research and commercialisation, within the public and private sectors. Paul was responsible for leading the development of major innovations during the COVID-19 pandemic and was the executive lead for the PPE program. Paul writes and publishes in high-impact journals on topics of health workforce, system reform and digital health, and is a Senior Fellow at the University of Melbourne with a H-index of eight.

MIPSi Board of Directors



Mr Paul Kernaghan

BA Econ (Hons), FCA, GAICD

After spending his early professional years in the UK in Chartered Accounting, audit and consulting, Paul moved to Australia in 1993. Over a 25-year career in financial services he held several senior executive roles, most notably for 11 years at Allianz Australia Insurance where he led several operating units and corporate functions in strategy, marketing, M&A, customer experience and risk management. Paul's final role at Allianz was as CEO of the Territory Insurance Office where he led the integration with Allianz Australia. Paul was a member of several Allianz Australia subsidiary Boards and was also Company Secretary. After leaving Allianz, he worked for two years as Chief Operating Officer of the Sydney Children's Hospital Foundation (SCHF), leading the amalgamation of SCHF with The Westmead Children's Hospital Charity. Paul now focuses on Board and entity corporate governance, particularly in the areas of risk management, compliance, and audit.



Dr Bronwyn King AO

MBBS, FRANZCR

Bronwyn is the founder and CEO of Tobacco Free Portfolios, a global non-profit that encourages financial institutions to exclude tobacco from their investments. She launched the Tobacco-Free Finance Pledge in 2018 at the United Nations with support from notable leaders, and it now has over 200 signatories managing assets exceeding US\$17 trillion. Bronwyn studied medicine at the University of Melbourne and has retired from her career as a radiation oncologist, having enjoyed a fulfilling career in both the public and private sectors. A former elite swimmer, Bronwyn also served as Team Doctor for the Australian Swimming Team for ten years. Today, she consults with the Burnet Institute on air quality issues and was made an Honorary Professor at the Melbourne School of Population and Global Health in 2023. She also serves on the board of Nicolab, a company advancing emergency stroke care. Recognised for her contributions to health, Bronwyn was appointed an Officer of the Order of Australia and named 2019 Melburnian of the Year, as well as receiving the World Health Organization (WHO) Director-General Special Award for global impact on behalf of Tobacco Free Portfolios in 2022.



Mr Mario Pirone

*B.Bus, Grad. Dip. Bus,
FCPA, GAICD*

Mario is a seasoned executive across the financial services industry. He has deep general insurance knowledge inclusive of reinsurance, commercial and general lines gained over his 20 years in group executive and chief executive officer (CEO) roles. He is currently non-executive director for Capricorn Mutual, Capricorn Society, Auto & General Insurance, RSE boards of Insignia Financial, and StateCover Mutual. Mario has previously held the roles of CEO of Guild Group, CEO of CGU Insurance and group executive at Insurance Australia Group.

Ms Jaimee Brocksopp

Company Secretary

LLB, GAICD

Board committees and membership

Committee	Chair	Members	Purpose
Group Investment Committee (GIC)	Ms Merran Kelsall	Dr Bronwyn King Mr Anthony Mason A/Prof John Boucher Dr Paul Eleftheriou	Oversees implementation of investment policies set by MIPS and MIPSi Boards. Sets investment objectives and monitors performance.
Group Audit Committee (GAC)	Mr Paul Kernaghan	Ms Robyn Bateup Ms Merran Kelsall Dr Bruce Mugford	Provides oversight of financial reporting, audit process, internal controls, and compliance with laws and regulations.
Group Risk and Compliance Committee (GRCC)	Mr Paul Kernaghan	Dr Christopher Wallace Ms Robyn Bateup Mr Mark Valena	Provides objective review and oversight for all risk categories, sets risk appetite, and monitors compliance profile.
Group People and Remuneration Committee (GPRC)	Dr Christopher Wallace	Dr Bronwyn King Mr Paul Kernaghan Mr Anthony Mason Dr Victoria Atkinson	Oversees development of people and remuneration functions and strategies to support Group strategic objectives.

Executive Leadership Team



Natasha Anning

**Chief Executive Officer,
MIPS and MIPS Insurance**

Natasha is a strategic leader who strives to make a difference to MIPS members by effective delivery of protection, support and advice to its members as they are caring for the Australian community. Natasha is passionate about insurance membership organisations given the sustainable value they deliver to members. In addition to her MIPS work, Natasha volunteers as Risk and Audit Committee member for the National Heart Foundation and as a Mentor for Mentor Walks. Natasha holds a Master of Finance, a Bachelor of International Business, Graduate Diploma of Indonesian Language, is a Graduate of the Australian Institute of Company Directors (GAICD) and is a Fellow of Financial Services Institute of Australasia (FINSIA).



Dr Owen Bradfield

Chief Medical Officer

Dr Owen Bradfield is MIPS' inaugural Chief Medical Officer (CMO). Owen is a Fulbright Scholar and dual-qualified medical practitioner and health lawyer, with 15 years' experience in the medical indemnity insurance industry. He has advised and represented health practitioners in a range of medico-legal disputes, including civil claims, regulatory complaints, privacy disputes, coronial inquests and Medicare investigations. Owen is passionate about advocating for fair regulatory and legal processes for healthcare practitioners and supporting members who are navigating complex medico-legal problems. Owen combines his role at MIPS with part-time health law research at the University of Melbourne and is Deputy Chairperson of the Australian Institute of Health and Welfare Ethics Committee. He is also a Graduate of the Australian Institute of Company Directors.



Fiona Bounias

Head of Claims Experience

Fiona brings over 20 years' experience in Operational Excellence roles and she has spent the last part of her career in the Life Insurance Industry. Fiona's strengths and skills lie in leadership, operating model transformation and continuous improvement and she has worked in both customer and member organisations. Fiona brings a dynamic energy and leadership style to the MIPS Claims Experience Team, and she is working closely with the team to find ways to improve service delivery to our members. Fiona is a recent Graduate of the Australian Institute of Company Directors.

Executive Leadership Team



Lucian Burns

Chief Information and Security Officer

Lucian is a purpose-driven security leader with more than 30 years of technical experience across Australia and New Zealand, including 15 years in senior leadership roles. He has deep expertise in regulated financial services environments and member-focused organisations, holding qualifications in security, audit and risk disciplines. Lucian is a member of Insurance Council of Australia working groups and contributes to other security and cross-sector industry bodies. Passionate about fostering security partnerships and collaboration, he is committed to building trust and resilience in the organisations he serves.



Marianne Dodd

Executive General Manager, Member Experience

Marianne has extensive experience leading member experience, marketing and product functions in commercial and member-based organisations. She has successfully delivered customer and member transformations in the financial services and education industries, leveraging her unique ability to align innovation with brand and technology. Marianne holds a degree in Applied Science, is a graduate of the Australian Institute of Company Directors and a member of the Australian Marketing Institute. She is dedicated to creating meaningful experiences that truly make a difference to people's lives.



Naomi Feast

Chief Risk Officer

Prior to joining MIPS, Naomi worked in the insurance and energy industries in varied executive and senior roles in risk management, and across policy, regulatory and consumer protection experience in state and federal government. Naomi holds a Bachelor of Laws and Master of Business Administration and is a Graduate of the Australian Institute of Company Directors. Outside of her work at MIPS, Naomi volunteers her time as an external member of the Finance, Audit and Risk Committee for Fitted for Work, an organisation dedicated to helping women find and retain employment.

Executive Leadership Team



Barry Leung

**Executive General
Manager, Performance**

Barry is a Fellow of the Actuaries Institute and leads finance, actuarial, quality assurance and data analytics functions at MIPS. With extensive experience across major health insurers including Medibank and Defence Health, he is passionate about advancing healthcare access for all. Previously, Barry served as an Impact Insurance Fellow with the International Labour Organization, advising Ghana's National Health Insurance Authority on universal health coverage.



Michael Tobin

**Chief Transformation and
Technology Officer**

Michael is a transformational leader with extensive experience across insurance, wealth management, and investments, specialising in strategic transformation and technology enablement. With a proven track record spanning leading Australian and global financial institutions, he has led business transformations, platform modernisation, M&A transactions and operational improvements. Michael is passionate about delivering long-term value for members and organisations and building high-performing teams. He holds a Bachelor of Business in Finance and International Management from the University of Technology Sydney and a Graduate Diploma in Applied Finance and Investment from FINSIA.



Leea Whitmore

Head of People and Culture

Leea is an experienced People Leader and Change agent who has worked in the Technology, Finance and Insurance industries across the UK, Europe, America and Australia. Having worked in startup, member-based and global organisations and a member of the Australian HR Institute, Leea brings the knowledge of varied approaches and methodologies to the people space. With a focus on a high performing and engaged workforce, Leea is committed to delivering the best outcomes for people and organisational needs and continuously strives to align the two.

MIPS member
Prof Andrew Teodorczuk
Psychiatrist





**Medical Indemnity
Protection Society**

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